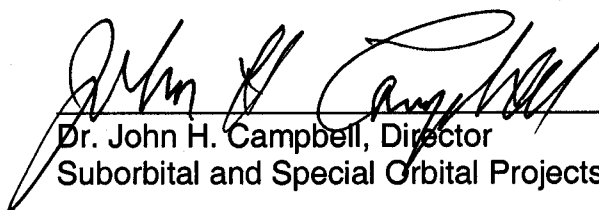


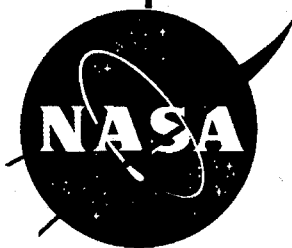
**SUBORBITAL AND SPECIAL ORBITAL PROJECTS DIRECTORATE**

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**SSOPD (Code 800) Diversity Plan**

**Effective October 2003**

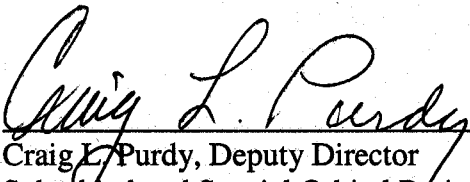
  
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Dr. John H. Campbell, Director  
Suborbital and Special Orbital Projects Directorate



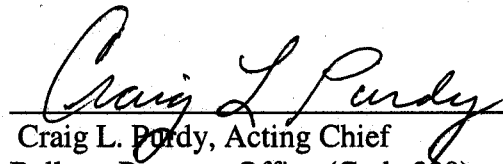
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**Goddard Space Flight Center**  
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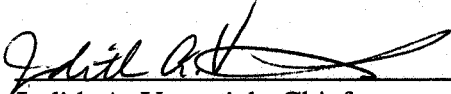
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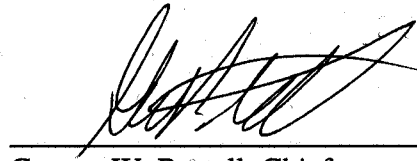
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Directorate



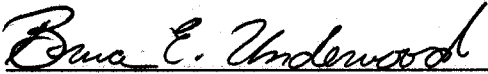
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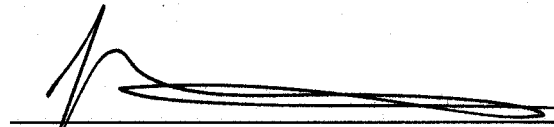
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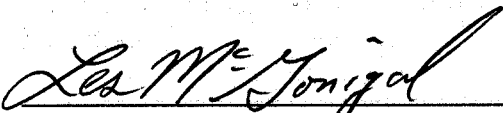
George W. Postell, Chief  
Aircraft Office (Code 830)



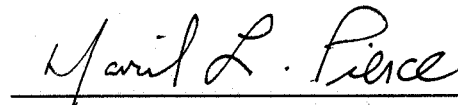
Bruce E. Underwood, Chief  
Policy and Business Relations Office  
(Code 802)



Thomas J. Pittman, Chief  
Range and Mission Management Office  
(Code 840)



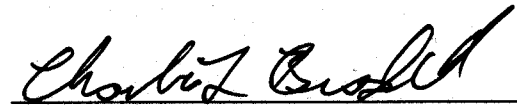
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Safety Office (Code 803)



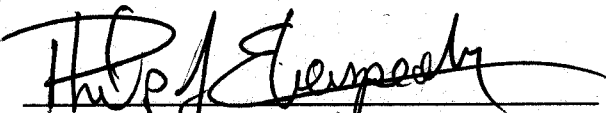
David L. Pierce, Chief  
University Class Projects Office (Code 850)



Steven C. Dunker, Acting Chief  
International Space Station Research  
Program Office (Code 804)



Charles L. Brodell, Chief  
Shuttle Small Payloads Projects Office  
(Code 870)



Philip J. Eberspacher, Chief  
Sounding Rockets Program Office  
(Code 810)

## Change History Log

Revision	Effective Date	Description of Changes
Baseline	January 2003	Initial Release
A		<p>?? Plan revised to cover fiscal year not calendar year, references to CY changed to FY.</p> <p>?? Implementation Strategies, #4. Added statement about balance of work life and personal life.</p> <p>?? Implementation Strategies, #5. Combined with previous strategy #6 “Mentor Training” – No change in context or content.</p> <p>?? Attachment – defined the responsibilities of the ad hoc member to the Diversity Working Group.</p> <p>?? Change History page reformatted and moved from page 2 to page 3</p>

CHECK THE CODE 800 DIRECTOR OF SUBORBITAL AND SPECIAL ORBITAL PROJECTS OFFICE WEBSITE, <http://www.wff.nasa.gov/pages/code800.html>, TO VERIFY THAT THIS IS THE CORRECT VERSION PRIOR TO USE.

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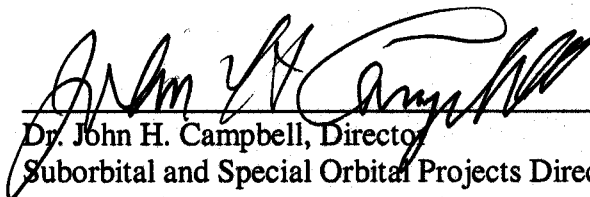
## Foreword

This Diversity Plan represents the SSOPD's (Code 800) first steps towards realizing Goddard Space Flight Center's goals for diversity in the workforce:

- To develop employees to their maximum potential
- To create an open, inclusive work environment
- To become an employer of choice

SSOPD management is dedicated to implementing the strategies in this Plan. We realize that our geographical location and homogeneous cultural environment present challenges to achieving our goals; however, we are confident that this Plan's communication and training strategies can be met within FY04.

The Code 800 Diversity Working Group will review and update this Plan every fiscal year, identifying new goals and performance measurements based on survey results and other feedback. Feel free to discuss this Plan, its strategies and goals, with your management. Together we can realize the positive business benefits of operating within a diverse culture.



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Dr. John H. Campbell, Director  
Suborbital and Special Orbital Projects Directorate

## **The Suborbital and Special Orbital Projects Directorate (SSOPD) Diversity Plan**

### **Workplace Vision**

The Suborbital and Special Orbital Projects Directorate (SSOPD) (Code 800) is committed to further scientific, educational and economic advancement by providing the facilities and expertise to enable frequent flight opportunities for a diverse customer base. To that end, all SSOPD employees respect, appreciate, and value individual differences, which helps us capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

### **Diversity Definition**

Per GPD 3000.1, diversity includes a number of important human characteristics that affect an individual's values and opportunities and that influence perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

### **Unique Challenges**

Since the majority of the SSOPD population is located at the Wallops Flight Facility (WFF), the Directorate faces several challenges that are unique from the situations encountered at GSFC as a whole. These unique challenges include a very small local workforce situated in a rural area, near-by employment competition with large, metropolitan areas, and a fairly homogeneous local cultural environment.

### **Management Accountability**

The implementation of this plan is the responsibility of SSOPD management. Communication of this plan and its goals are priorities within the Directorate. Performance measures listed below will be directly tied to SSOPD managers' performance appraisals.

The Code 800 Diversity Working Group will be responsible for tracking the performance measures identified in this plan and for reporting on them to SSOPD senior management on a quarterly basis. The Code 800 Diversity Working Group Charter is included as an attachment to this plan.

### **Goals and Objectives**

In alignment with the GSFC Diversity Strategic Plan, the SSOPD cultural diversity goals are

- ✍✍To develop employees to their maximum potential;
- ✍✍To create an open, inclusive work environment; and
- ✍✍To become an employer of choice.

## Implementation Strategies

In order to achieve our diversity goals, the Directorate must take concrete, measurable actions to ensure the accomplishment of our diversity goals. The following strategies will be employed to ensure our successful implementation of this plan:

- 1. Training** – Communication is the key to understanding the case for workplace diversity. Therefore, all SSOPD employees and supervisors must be trained to understand the value of diversity in our work environment, and how diversity can improve our effectiveness as a team to fulfill our mission.
- 2. Individual Development Plans (IDPs)** – In support of our goal to develop employees to their fullest potential, supervisors will encourage all employees to develop formal IDPs. In addition to the obvious benefits of a formal training plan, IDPs open a dialogue between employees and supervisors, and enable further communication and understanding of personal and organizational goals.
- 3. Career and Training Opportunities** – SSOPD management recognizes that career advancement and professional growth are often linked to more informal opportunities such as details, task teams, training assignments, and panels. In support of our goal to create an open, inclusive work environment, SSOPD management will ensure the equitable distribution of work and training opportunities within the Directorate. SSOPD management will ensure all Code 800 employees have full access to these informal career opportunities that can lead to advancement and Center-wide recognition.

SSOPD management will also ensure that selecting officials perform exit interviews for all SSOPD job applicants to make certain meaningful feedback is provided to job candidates and to help ensure their future success within the Directorate and within GSFC as a whole. The Directorate will continue to measure the number and make-up of job applicants for SSOPD vacancies.

- 4. Employee and Customer Feedback** – Understanding employee and customer needs and concerns is vital to the Directorate's success in accomplishing its mission. The Directorate recognizes that an employee's work life and personal life contributes to the vitality both of the individual and of the Center. In support of being an employer of choice, the Directorate will use Wallops diversity dialog groups as resources to ascertain the effectiveness of current Directorate processes, as well as to understand perceived employee barriers to a rewarding, successful career within the Directorate and GSFC. Existing surveys for external customers will be modified to collect additional input on the Quality of Work Life within the SSOPD.
- 5. Mentoring in Code 800** – Supervisors will encourage all employees to participate in the Mentoring Program as a mentor and/or a mentee. Employees will also be encouraged to participate in mentor training. In support of employee development and increased career opportunities, the Directorate will train all its managers and supervisors to become mentors.

### **Performance Measurements (PM)**

Performance measurements are necessary to evaluate the success of any diversity plan. Four PMs have been identified for the implementation strategies listed above.

- ?? **PM1** – Encourage cultural diversity training for all SSOPD employees and supervisors during FY04. This should include formal training on this plan, participation in diversity dialogues, and/or further external and internal training on Diversity. Directorate Goal: 80% of employees will attend diversity training in FY04.
- ?? **PM2** –All Code 800 offices will document and report the make-up of selection panels, special task teams, training assignments, and details to the Directorate. The Code 800 Diversity Working Group will review and analyze the data and make recommendations to the Code 800 GSFC Diversity Council representative.
- ?? **PM3** – During FY04, SSOPD will collect and analyze data from the diversity dialog groups to determine their perception of barriers to success and opportunities within the Directorate. The Code 800 Diversity Working Group will review and analyze this feedback and brief the Code 800 GSFC Diversity Council representative.
- ?? **PM4** – Encourage mentor training and workshops for all SSOPD supervisors and employees during FY04 Directorate Goal: 75% of employees will attend mentor training in FY04.

### **Conclusion**

Management support and long term commitment are the foundations of a successful diversity program. In addition, the diversity process is dynamic. The process does not stop once goals and objectives are met. This plan will be reviewed once a year to ensure that diversity issues among the workforce are being met and that all SSOPD employees are involved in the process. Communication, cooperation, and coordination will help us realize GSFC's goals for diversity in the workplace.



ATTACHMENT

## Diversity Working Group Charter

The Code 800 Diversity Working Group is tasked with establishing and implementing a Directorate Diversity Plan through cooperative efforts with Wallops management, employee organizations and individual employees. The Working Group plans to accomplish this through the collection and analysis of personnel and employee data, input from various Center resources and a collaborative effort in designing and implementing an effective plan.

The Working Group is comprised of both managers and employees, representing a cross-section of professional and cultural backgrounds. There is also one senior management *ad hoc* member who serves as a liaison with the GSFC Diversity Council ensuring coordination between the directorate and Center policies and implementation plans. All members will serve at least one year. Working Group meetings will occur at least monthly, and the chairperson will provide monthly progress reports to Code 800 management.

After group training is provided on the Agency and GSFC visions of diversity management, the Code 800 Working Group will review the Directorate Diversity Plan annually and suggest implementation strategies, metrics and feedback mechanisms to Code 800 management. The Work Group will assist Code 800 management in providing data and progress reports to the GSFC Diversity Council on a routine basis.